



# ARMY CONTRACTING AGENCY NEWSLETTER SPECIAL EDITION



## *Army Contracting Agency Activities Integrate*

By Patricia Radcliffe  
Casemate Staff Writer  
(Excerpts Used)

Just as it is difficult, if not impossible, to organize a group of people who speak different languages and are used to varying cultures, it can be difficult to consolidate a conglomeration of Army contracting activities into an effective, efficient entity.

Communication is what the Honorable Claude M. Bolton, Jr., emphatically considers the “key ingredient” in his management strategy. He is the assistant Secretary of the Army (Acquisition, Logistics and Technology) who is responsible for the Army Contracting Agency (ACA). “We are basically moving information ... As a result, we can give resources direction and policy. I have found that if something is not going right, nine times out of ten, it’s [lack of] communication,” Bolton said.

Army Contracting Agency was activated as a field-operating agency Oct. 1 of last year. Bolton spoke at an ACA Integration Ceremony that took place at the Renaissance Portsmouth Hotel and Waterfront Conference Center in Portsmouth Nov. 6.

ACA’s mission is to provide command and control of regional and

installation contracting offices: the Army information technology, e-commerce and commercial contracting center (ITEC4) and contingency contracting functions.

### **Pooling resources**

Bolton began working for ACA two years ago. “I take no credit for this restructuring. The leadership before I arrived decided that they wanted to take contracting and make it better for the Army. We thought one way to do this was to consolidate resources and brain power and focus it on the question, ‘Could we provide better service to the customer?’,” Bolton said.

This time of austere resources has necessitated the change. “It’s not just us; because of the [decline in] the gross domestic product, our funding is going down – all of DoD funding is going down. So, it’s incumbent on us to figure out how to do what we do, in this case,” he said.

On Oct. 1 of this year, all Army installations’ contracting offices were assigned to the ACA. The agency consists of two subordinate

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**The Army Contracting Agency Integration Ceremony**

regions within the continental United States (North and South), the ITEC4 and five regions outside the continental United States, and contracting commands or elements, with three commanders and eight directors reporting to the director of ACA.

“The real question is, ‘how do we do more with fewer people?’ The workload is going up and the workforce is going down because of funding,” he said. Bolton has hired very few people during the time he has been on the job. Instead, he is depending on anticipated attrition to “right size” the workforce.

“It’s important, since we are losing people and expertise, to do the job better. It has gone extremely well so far. The true proof of the organization is how you respond during time of war. We have to learn to do things faster and cheaper. [Integration] is a tool for doing this.

“As a contracting officer, I probably would not talk to anybody. As long as I was answering to the commander, why should I talk to anyone to find out better ways of doing business?” Bolton

asked. This integration of activities beneath one umbrella should help open the lines of communication thereby reducing duplication of effort.

During the Nov. 6 ceremony a total of five flags were integrated: Army Contracting Command-Europe; Army Contracting Command, Southwest Asia; Army Contracting Command, Korea; Army Contracting Element, Southern Hemisphere and Army Contracting Element, Pacific.

Headquarters, ACA, Army Contracting-Northern Region, Army Contracting Southern Region, and Army ITEC4 flags were also on display during the ceremony.





# U.S. ARMY CONTRACTING AGENCY NEWSLETTER

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## *A Message From the Director at Portsmouth*

In November, at the Army Contracting Agency's first workshop, I had the privilege of outlining some the accomplishments of our agency in its inaugural year. These accomplishments reflect the hard work and determination of over 2,100 soldiers and civilians located in diverse locations around the globe. I congratulate you all on a job well done in our first year.

In 2003, the Army Contracting Agency, provided quality support to the Warfighter. We partnered with IMA and NETCOM, met Small Business goals, achieved an agency ICE satisfaction rating of 92 per cent, met all requirements at year-end despite challenges, and transitioned our workforce into the Army Contracting Agency.

During my presentation, I stressed that each of us must view the Army Contracting Agency as a premier customer service organization. Consequently, we measure our success by each customer's level of satisfaction. We will continue to meet mission requirements of the Warfighter by providing quality Contingency support, being good stewards of the public purse, and providing the best value for support services.

Our role as business managers should drive us to focus on best practice to assist our customers in exploring alternative business solutions. To accomplish these goals we should use technology to maximize the effectiveness of our business processes. By leveraging advancements in the Standard Procurement Systems, E-Commerce, financial systems, Army Knowledge online, and our own Business Intelligence System we can increase our internal capability to analyze data, detect trends, and manage our workload.

While increasing efficiency our agency must continue to establish acquisition strategies friendly to the small business community. We must continue to set-aside or partially set-aside major

prime contracts for small businesses. We did well in FY-03 and should take steps to meet all small business goals in FY-04. Additionally, I encourage you to look for opportunities that support the President's Committee for Purchase from the Blind and Severely Disabled.

I plan to continue to expand our partnership and outreach to industry to create mutually beneficial business opportunities. Increasing dialogue between representatives of government and industry can result in better business arrangements.

We are being asked to accomplish our goals in an era of diminishing resources. Staff reductions are a reality throughout the Army. I encourage you to work to document and justify new missions. By fiscal year 2005, the Army Contracting Agency will have its own budget and will continue to refine its budget submission process, so I hope this will ease the resource "crunch" we have been experiencing.

We should continue to question the need for restrictive policies and seek innovation to all our contracting processes. All of us must work towards the creation and cultivation of an Army Contracting Agency identity. We will continue to support our former MACOMs while promoting loyalty within our new organization, the Army Contracting Agency. Display and promote your new organizational identity to our customers. At all levels, you are the point man or woman who represent the Army Contracting Agency. I look forward to seeing you around the ACA in the coming months.

The overseas commands formally became part of the ACA in an activation ceremony hosted by Mr. Bolton on November 6<sup>th</sup> and we welcome them to our ACA family.



**Sandra O. Sieber**

**Director**

**Army Contracting Agency**

### *Holiday Message*

All of us at ACA Headquarters would like to wish all ACA regions and commands a happy, safe and peaceful holiday season, and all the best in the New Year. Take time to enjoy being with family and friends and return rested and refreshed for the new year.



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## *ACA Transformation Workshop FY2004 a Success*

The Army Contracting Agency's (ACA) first conference, hosted by ACA Southern Region, was held in Portsmouth, Virginia November 3-7, 2003 at the Renaissance Portsmouth Hotel & Waterfront Conference Center. The workshop focused on ACA's role in the Army's transformation and accomplishing milestone's in supporting the customer. Speakers included the Honorable Claude M. Bolton, Assistant Secretary of the Army (Acquisition, Logistics, and technology) and Ms. Tina Ballard, Deputy Assistant Secretary of the Army (Policy and Procurement). Other representatives from the Acquisition Support Center (ASC), Installation Management Agency, NETCOM, and several ACA headquarters and regional staff members.



**Renaissance Portsmouth Hotel & Waterfront Conference Center**

### *Deputy Director's Message*



Our Army is changing and transforming while at war. The Army Contracting Agency was created to manage and transform these contracting processes. However, in doing so we must make wise choices in order to meet the needs of our customers.

At the 2004 Army Contracting Agency Workshop we discussed the impact of manpower reductions, centralization, and streamlining upon our workforce. In December 2004, a Process Action Team composed of Directorate of Contracting, Regional Centers, and your Headquarters staff met to identify the basic service sets of our contracting workforce. The collective product will be shared with the field shortly.

Our goal is to change, manage and create the "ACA's Path Forward." To be successful we must streamline the Acquisition process where ever possible, place manpower where it will produce added value to our customer, and do more with less by centralizing. To accomplish these goals we must place manpower where it produces value to our customer and do more with less. We will

utilize technology and people to accomplish these goals.

For all of us it means knowing the concerns and objectives of our customers. It also requires leaders at all levels to know their competitors, the capabilities of alternate contract sources, and evolutions within the Acquisition community. It requires leaders at all levels to thoroughly understand how your customers measure value. Each of us must convey our value to customers in their language.

As we move forward we will strive to capture and document new processes and requirements, which constrain limited resources. We will track and document evolving mission requirements and work with leaders at all levels to analyze their ever-changing environment. Quarterly, at Review and Analysis Sessions each Commander, Regional Director, or PARC will discuss with the HQ's staff evolving requirements utilizing such tools as the Business Intelligence System. Our goal is to articulate a basic service set and define your core competencies. We must be able to identify the value we provide to our customers to the highest level of the Army. This is absolutely essential in order to ensure continuity of operations, retention of our embedded contracting support capability, and continued alignment with Army transformation goals.

## *ACA Transformation Workshop Update*

### **ACA Leaders Updated on New Army Procurement eBusiness Developments By COL Ted Harrison**



On Tuesday morning of the Workshop, COL Ted Harrison provided an overview on the Army Procurement's latest eBusiness initiatives. The briefing highlighted the recently developed Army Contracting Business Intelligence System (ACBIS). The Army Contracting Agency will use ACBIS to share and exchange key management

information vertically and horizontally between and among the ACA HQ, the Regional Headquarters, OCONUS contracting commands, and other external agencies/commands using commercially available web browsers. Contracting offices located at each Army installation (DOCs) will have the capability to access the management data necessary to analyze contract workload, budget, and personnel trends, conduct benchmarking with other DOCs, and to obtain quantitative comparative data necessary to support business case analysis for additional resources when required. The ACBIS system supports a management environment where resourcing decisions are made on facts derived from busi-

ness case analyses to substantiate the allocation or movement of ACA resources. After deploying ACBIS within the Army Contracting Agency, Business Systems Management Directorate will deploy ACBIS to support the contracting mission of all Army MACOMs. The ultimate objective is for the Army to be able to effectively and efficiently manage its worldwide Army contracting mission using secure web-based technology linked to the Army's Knowledge Management (AKO) portal. The system leverages existing web-based capabilities. It interfaces with legacy personnel and financial systems as well as PD2 and other legacy contract writing systems. COL Harrison also updated the audience on the deployment of Wide Area Work Flow – Receipt and Acceptance (WAWF-RA) and the Interagency Contracts Directory (ICD); two examples of DoD wide eBusiness systems that will enhance DoD's procurement mission. In closing COL Harrison provided some insight on the future configuration of Standard Procurement System, PD2 with respect to the Army's goal to consolidate computer servers and its overall Information Technology footprint across the Army.

#### **Army Small Business Office Adds Perspective By Robert Adams**



COL Gus Mancuso, Senior Military Assistant to the Director of the Army Small Business Office provided an excellent overview of Army Small Business interests as seen through the eyes of senior small business leadership. Following an overview of Army Small Business areas of interest, COL Mancuso highlighted current and pending policies, the President's OFPP initiative, recent FAR changes that pertain to bundling and small business areas, legislative initiatives working, and discussed courses of action. He challenged the ACA to be part of the Army Small Business Office vision to become the premier small business organization in the Federal Government through a multifaceted approach involving market research, aggressive search for both opportunities and viable companies, and early involvement in the planning process in order to leverage our business base that naturally presents excellent opportunities for small businesses. Primary areas of focus for the near term include the new Residential Communities Initiative soldier housing, consolidation and regionalization of Army contracting and installation management, support to and involvement with Systems program offices, contract bundling, and expanded opportunities for Historically Black Colleges and Universities / Minority Institutions (HBCU/MI). A significant tool that is often underutilized is the Mentor-Protégé program, which offers a unique opportunity for small businesses to work with established companies to accept contract awards for business they might not otherwise be able to handle. Contract bundling, always a hot topic, also received excellent treatment. New definitions, current and proposed policies, and ways

to address the need to achieve contract bundling were all important additions to our knowledge base. The role of market research and strategic planning were emphasized in the management of contract bundling. Most significantly, the recent change to FAR Part 7 now includes orders placed against IDIQ contracts when making bundling determinations.

#### **Legal Panel Suggests Ways to Get the Most Out of Your Lawyer By COL Richard O'Keeffe**



**Roger Neds**

On Friday morning of the Workshop, a 75-minute presentation entitled, *Lawyers, Can't Live Without 'Em; How to Live With 'Em*, by Mr. Roger Neds, Regional Counsel, ACA North, sparked a lively give and take between workshop participants and a panel composed of the CONUS regional counsel and the ACA Chief Counsel, COL Rick O'Keeffe. Mr. Neds explained various aspects of the attorney-client relationship in the context of a government contracting operation. The essential goal of the presentation was to help the contracting professionals in attendance to make the best and most productive use of their legal counsel, and to encourage the early and thorough integration of counsel into the procurement team.

Among other topics, Mr. Neds' presentation covered the nature of the attorney-client privilege; the Army as client; the legal technical chain of command; the limits imposed on counsel by professional responsibility rules; and the lawyer as business advisor. Supported by the other panel participants, Mr. Pat Drury, ITEC4 Chief Counsel, and LTC Brian Godard, Regional Counsel, ACA South, Mr. Neds fielded numerous questions from the floor. Workshop attendees were particularly interested in exploring the limits of legal advice, and in discerning the line between a "legally insufficient" ruling and a "legal but dumb" advisory from counsel. Attendees expressed a wide variety of opinions regarding the lawyer's business advisor role, and the best way to optimize the use of this scarce resource. Attendees expressing an opinion were unanimous, however, in their view that the line between business and

legal advice must be clearly drawn. COL O'Keeffe wrapped up the presentation by suggesting that the maintenance of strong relationships between contracting and legal offices demanded constant attention and work on both sides.

### **Contingency Contracting Highlighted at ACA Conference**

**By COL Scott Risser**



**Contingency Contracting Panel at ACA Conference**

Contingency contracting proved a highlight of the ACA Transformation conference in Portsmouth, Virginia. COL Scott Risser of the ACA's Contingency Contracting Directorate moderated a panel consisting of COL Mark Neumann, Army theater warfighting PARC responsible for contracting during Operations Enduring Freedom in Afghanistan and Iraqi Freedom in Iraq; LTC Jack Cunnane, the III Corps Contracting Commander who recently returned from Baghdad; MAJ Michael Dove, the Fort Leavenworth Director of Contracting who provided contingency contracting support for the installation commander at Fort Monroe following Hurricane Isabel; SFC Bentura Fernandez, NCOIC of the III Corps Contracting Command who spoke on the vital role of Army Contracting NCOs; and Mr. Tim Pugh, an emergency essential DA civilian veteran of Operations Desert Shield and Desert Storm who now works to standardize the training and utilization of civilians Army – wide, all with personal experience directly supporting deployed Army forces.

Panel members related observations from their experiences supporting Army forces during missions spanning over ten years, highlighting recent operations in Iraq, Afghanistan and central Asia. Their varied backgrounds highlighted that contingency contracting isn't simply the mission of a few select individuals; Officers, NCOs and DA civilians from the Active Army, the Army Reserve and the Army National Guard perform contingency contracting missions worldwide every day. The panel emphasized the vital contributions ACA PARC and DOC staffs play training and mentoring our contingency workforce plus providing power projection and sustainment support for operational units on their installations. Attendees now better understood the important roles they play in helping to provide contingency contracting support for our Army, whether for deployed forces or here in CONUS.

### **ACA Resource Management at Workshop Summation of Brief and Answer to ICE Comment**

**By Bruce Trimble**



**Bruce Trimble during his presentation**

An ACA Resource Management presentation was given at the ACA Workshop in Portsmouth, Virginia November 3-11, 2003. The main discussion points of the presentation were general resource management operations/support information, manpower and dollars, personnel savings and pluses, and FY04 Target Adjustments.

Resource management operation/support depicted functional assignment by staff, resource codes, funding flow, ACA standard APC Structure, etc. Manpower and dollars identified FY04 manpower authorizations by Region/Command with a breakdown by resource code such as Civilian US Direct Hire, Officer, Enlisted, etc and the dollars shown reflect the required dollars requested in the FY 05-09 POM build, TOA at the start of the build, TOA in PROBE at position BP5.1, and the resources expected through the funding letter. Personnel savings and pluses were presented to show RTF savings and those plus-ups we plan to pursue in the command plan process to cover new mission obtained as result of ACA charter. The FY04 Target Adjustment showed the shortfall of resources needed to meet basic ACA operations. Charts used to support the presentation at the ACA Workshop may be found on AKO under Army KCC Home\Army Communities\Acquisition\ACA\ACA HQ RM\RM General\Briefings\PARC Workshop Nov 3 – ACA Resources(Trimble).pdf. Anyone having problems locating the briefing charts may contact Bruce Trimble at 703-681-7574.

ACA Resource Management received an ICE comment from an unknown customer. The customer's comment is as follows: "The Funding Bill was passed and signed how come our offices have not been given money to spend/use?????" The customer is correct; the funding bill has been passed and signed. However, all program dollars (\$147.8M) transferred to ACA in the funding letter has been issued. The sum total of each Directors/Commanders program totals exactly what was transferred in the funding letter. Allotment (dollars that can be spent) was equally



segmented by quarter leaving ACA short on operating funds for the first quarter. An additional 15M was received and allocated to the Regions/Commands to overcome the quarterly shortfall during the week of 11/3/03. We have recently received an impact statement of a shortfall remaining in Europe because of the EURO to dollar ratio during the first quarter. This issue is being worked with the Army Budget Office. Current allotment may get us through the first quarter but will leave us short of operating resources for the year. We have several unfinanced requirements on the table with the Army Budget Office. Although Army Budget Office did not fund our unfinanced requirements in the funding letter, it was recommended in the review of resource issues that we detail our unfinanced requirements and submit them for mid-year consideration. We expect to receive some additional resources to support ACA operation during the mid-year review process.



**William Swan during an ICE presentation**

### **ACA Reports High Rate of Customer Satisfaction for FY 2003**

**By William Swan**

The Army Contracting Agency (ACA) achieved over 92% customer satisfaction in Fiscal Year 2003. The ACA uses the DOD Interactive Customer Evaluation (ICE) system to receive, respond to, and track customer feedback worldwide. Customers submitted over 3,200 electronic cards to comment on overall satisfaction with individual offices as well as timeliness of service or facility appearance and to make recommendations for improvement. The ACA rate compared very favorably to other DOD contracting activities. ICE ratings for regions and activities are posted to Army Knowledge Online (AKO) and are accessible to anyone with an AKO account.

According to ACA Director Sandra O. Sieber, "Customer satisfaction is our number one metric and the results achieved in our initial year attest to the professionalism of the ACA workforce in responding to customers' requirements. While the showing in our first year has been wonderful, we want to ensure our current and

potential customers have rapid and user-friendly access to ICE and that our managers continue to respond to their comments in near real time."

ICE ratings are "statistically significant" when 25 customer comments are received for a single service provider. This process eliminates the potential for a few (positive or negative) comments skewing ratings for an entire organization. As of 30 September 2003, over 80% of all ACA activities were statistically significant and the remainder were nearing that level. Offices with low usage often frustrated customers by requiring them to navigate through multiple screens to reach the ACA site. Direct links to ACA activities were added to all Army ICE sites (except Korea) by the end of FY 2003 and the number of customer responses increased substantially. Links for installations in Korea are scheduled to be complete by the end of November 2003.

### **ACA Workshop Attendees Receive A-76 Training**

**By Thomas Watchko**

The Office of Management & Budget issued the long awaited revision of its Circular A-76, Performance of Commercial Activities, on May 29, 2003. The new Circular contains many changes that affect how the federal government will conduct competitive sourcing studies in the future. Here are some of the major changes:

- **New Focus.** The revised Circular has a new focus on fair and transparent competition to determine the most effective service provider. Competition is the name of the game.
- **Types of Competitions.** There are only two types of competitions; standard and streamlined. Direct conversions are no longer authorized.
- **Time Frames.** Standard competitions should be conducted within 12 month (with a possible extension to 18 months) and streamlined competitions should be completed within 90 days (with a possible extension to 135 days). Preliminary planning will be critical to meeting these reduced time frames.
- **Competitive Sourcing Official (CSO).** Each agency must designate a CSO. DoD designated Mr. Raymond DuBois, Deputy Under Secretary of Defense for Installations & Environment, as the agency CSO for all DoD. The Army and the other services will designate "component CSOs" at the assistant secretary level.
- **New Missions for Contracting Officers.** Contracting officers will be more involved in the A-76 process. Examples include "awarding" letters of obligations to the agency provider if the agency tender (i.e., the government's "bid") and exercising "option periods" for government in-house performance.

There are many details to be worked out and procedures to be developed. DoD has established a transition working group that is preparing interim A-76 guidance. Guidance will be issued as it is developed with the first product to cover "Preliminary Planning".

In addition, DAU is developing A-76 training courses. Please contact Tom Watchko at (703) 681-1037 or [thomas.watchko@saalt.army.mil](mailto:thomas.watchko@saalt.army.mil) if you have questions about the new A-76 Circular.

### Army Contracting Agency Operations

By Melissa Rider



ACA is focused on providing the best possible support to the soldier. Therefore, ACA is structured to permit Army-wide leveraging of resources. Buys over \$500,000 will migrate to regional centers from the DOCs, allowing the DOCs to concentrate on contract administration. The centers will issue centralized IDIQ contracts. DOCs will place orders against the contracts and administer those orders

locally. Instead of issuing separate contracts, buyers need to focus on finding best business solution for the customer. Consider contracts awarded by other Army or Federal contracting office!

We have also structured the agency headquarters staff to provide support to our main "product lines." It makes our day when we get to help a field or regional activity! Please visit the AKO website and review our organizational chart—we are chock full of experts that can help you with those pesky issues!

We have also established a new Quarterly Review and Assessment process in keeping with our desire at agency headquarters to know the good and bad news about what is happening at the installation and regional level so we can be good advocates for you, stop problems while they are small, and share lessons learned. We are focusing on main 5 metrics: Customer Service, Level of Contract Consolidation, Preference Program Trends, Purchase Card Ratios, and Professionalism. These indicators and their derivatives will help direct attention to potential problems and identify constraints that need to be removed (with our help).

We can not succeed with all of this without your help! ACA is not some nebulous thing. It is all of us striving together to best serve the soldier. What can you do today to help make ACA a success?

### What is Strategy?

By Mark Werfel

Strategy concerns the planning and conduct of large scale operations which accomplish how the outcomes an organization's leaders envision will be accomplished.

For example, General Lee realized that a Confederate defeat of Union forces at a single battle (Gettysburg) would signal a political defeat for President Lincoln at the next presidential election, and that the Confederacy could never totally defeat the Union militarily. Accordingly, planning and execution of that battle was crafted along political lines rather than military ones, and military consequences were subordinated to political objectives.

In commercial terms, Ford Motor Company's Edsel strategy was

to produce a high quality automobile, which it did. Delays brought it to market late, and the resulting Edsel failure almost brought down the firm. Almost out of business, they quickly conceived of the Mustang, a low cost automobile produced with existing components but priced and styled for the emerging young adult buyer. It succeeded wildly, because Ford understood the change in the market, planned corporate wide initiatives and accepted risks required for success, and executed the plan well. Years later, when Ford developed an intrusive quality control problem, their resolving "Quality is Job One" program was strategic. My point is that our strategy should not be set or predetermined by buzzwords or esoteric descriptions; but instead by understanding our business, formulating powerful changes to meet market demand, and how to focus primarily on those (strategic) matters which will lead us to win.

Strategy must recognize environment, our allies and our adversaries. To defeat the "enemy" (other contracting organizations), we must consider alliances with powerful organizations, garnering political power for improving business processes: the war fighting Army, OSD, the Congress, Industry/Small Business/SBA, academia (the Kennedy School of Government), news media, and the public; and align with our intermediate customers (IMA/NETCOM) collaboratively. While this may be apparent, I argue we don't optimize it.

There is a strategy to strategy, and mine is to develop the ACA strategy for Mrs. Sieber with the involvement of our senior leadership and with the help of a process action team comprised of members throughout the organization. Further, I'm taking a program management approach -- I expect to complete the concept phase in early December; and then proceed to the development phase, completing that by March 31, 2004. I'll keep the ACA community informed of our progress through this periodical; and will have much more specificity in my next article.

### ITEC4 Provides Insight on Roles and Missions

By Steve Carrano

The ACA Implementation Plan states that the mission of the Information Technology, E-Commerce and Commercial Contracting Center (ITEC4) includes contracting for: common-use information technology (IT) equipment, general-purpose hardware, software, and associated support services; and the IT requirements of the Program Executive Office, Enterprise Information Systems (PEO EIS), the Network Enterprise Technology Command (NETCOM), and the Army Chief Information Officer (CIO/G6). During its initial year, ITEC4 was also chosen to conduct procurements for the specific needs of DA-level proponents, a function that is likely to continue in the future.

To satisfy its mission, particularly the acquisition of common-use IT, ITEC4 develops and awards "master contract vehicles", which are typically IDIQ contracts, or blanket purchase agreements issued to GSA Schedule contractors, available for use Army-wide. The success of these vehicles, however, depends on the participation of contracting activities from throughout the Army. First, it



is important that all Army contracting activities forward their procurement information to ITEC4 as soon as requirements are identified. This data will be collected through a web-based application currently under development, with completion expected soon. Through an analysis of this data, ITEC4 will identify candidates for future master contract vehicles, and/or refer the contracting activities to existing master contract vehicles, which may satisfy the needs of the requiring activity. Second, contracting activities should make maximum use of these vehicles; as such use will normally result in substantial savings. Unfortunately, it appears that many Army activities are not taking advantage of the efficiencies offered by these vehicles. Third, if an activity is aware of a non-ITEC4 master contract vehicle for IT, please forward that information to us for consideration.



**Steve Carrano giving an ITEC4 briefing**

Information regarding the ITEC4 vehicles can be found at the ITEC4 AKO web site. Specific ordering information can be found at the ASCP website (<https://ascp.monmouth.army.mil>), which includes links to the respective contractors' web pages. All questions about ITEC4 should be directed to [HQ@itec4.army.mil](mailto:HQ@itec4.army.mil), (703) 325- 9760 or DSN 221-9760 in Alexandria, VA, or (520) 538-8248 or DSN 879-8248 at Fort Huachuca.

### **Transforming Missions By Deborah Ramirez**

Attendees at the 1<sup>st</sup> annual Army Contracting Agency Workshop could certainly relate the workshop's theme "Transformation of Contracting" with briefings from the Information Management Agency (IMA) and Network Enterprise Technology Command

(NETCOM) Enterprise Systems Technology Activity (ESTA). Like the ACA, these activities were activated 1 October 2002 with the intent to provide a corporate structure through the centralized management of resources. Presenters Phil Sakowitz and COL Mike Thompson briefed on the establishment of their organizations as well as the changes that are taking place as the Army seeks to transform itself with better business practices and consolidation.



**IMA Insignia**

Mr. Sakowitz, IMA's Deputy Director, presented workshop attendees with an organizational structure of IMA and explained the role of the Installation Management Board of Directors (IMBOD) in providing corporate strategic guidance. Emphasizing that as a Field Operating Agency (FOA) to the ACSIM, IMA's mission is to provide equitable, effective, and efficient management to Army installations worldwide through centralized management. By managing to a standard, IMA seeks to support mission readiness and execution by improving the Army's aging infrastructure, preserving the environment and, last but not least, enabling the well-being of soldiers, civilians, and family members.



**COL Michael Thompson**

A similar challenge faces NETCOM, designated as the Army's single authority to operate, manage, and defend the Army's enterprise level infrastructure. COL Thompson, Deputy Director of ESTA (pictured at left), addressed similar resource and technology challenges while seeking to implement a centrally managed consolidated IT infrastructure.

Many in the audience could identify with Mr. Sakowitz and COL Thompson's frank, realistic assessments of the challenges they each face in their attempts to accomplish their missions. These presentations offered workshop attendees' opportunity to see their role in mission accomplishment and the impact that transforming contracting will have as we collectively seek to meet the challenges of transformation.

## **Workshop Briefings on AKO**

Do you want to obtain a copy of the workshop briefings? All ACA subscribers can access the Army Knowledge Online (AKO) web-site by signing in with your username. Go to the KCC tab, Acquisition, ACA, and into the Resource Management (RM) file cabinet. Once you are in the RM file cabinet, locate the Workshop Briefings folder. This folder contains all the briefings presented at the

ACA Transformation Workshop FY2004 held in Portsmouth, Virginia from November 3-7.

If you do not have a log on, please go to the following site: <http://www.us.army.mil> and follow the procedures for registering for an AKO account.

## ***ACA Transformation Award Winners***

During the FY2004 conference, Mrs. Sieber presented the FY2003 awards. The awards were in concurrence with the ACA completing it's first year as an organization and with the integration of the overseas commands. Mrs. Sieber presented each award recipient with a certificate and an agency coin. The awards and recipients are as follows:

### **FY2003 AWARD WINNERS:**

#### **AGENCY TRANSFORMATION AWARD WINNER:**

*MS. JAN SHADOWENS, HQ ACA*



**Leslie J. Lovata**

#### **REGIONAL WINNERS:**

*DEXTER ALEXANDER, HQ, ACA*

*ROBERT CRUTCHLEY, ITEC 4*

*TRANSITION TEAM NORTHERN/SOUTHERN REGION,  
NORTHERN REGION*

*TRANSITION TEAM NORTHERN/SOUTHERN REGION,  
SOUTHERN REGION*

*LESLIE J. LOVATA, KOREA*

*DUANE INOUE, PACIFIC*

*SONIA GUZMAN, SOUTHERN HEMISPHERE*



**Sonia Guzman**

#### **ARMY CONTRACTING AGENCY,**

#### **INNOVATOR OF THE YEAR:**

*CHARLENE R. ALLISON, SOUTHERN REGION*

#### **ARMY CONTRACTING AGENCY, SMALL BUSINESS ADMINISTRATION PERFORMANCE AWARD:**

*NANCY HILLIARD, FORT JACKSON*

#### **SMALL BUSINESS AGENCY'S GOLD STAR AWARD:**

*COLLEEN BURNS, FORT BLISS DIRECTORATE OF  
CONTRACTING*



**Jan Shadowens & Dexter Alexander**



**Robert Crutchley**



**ACA Innovator of the Year,  
Charlene R. Allison**



**Hank Speakman accepting for  
Duane Inoue**

# HEADQUARTERS, ARMY CONTRACTING AGENCY



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*“Supporting Soldiers through Contracting”*

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 ATTN SFCA-XX  
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